US Army Corps
of Engineers®
Memphis District

GOAL 1

Position our Teammates to be members of the most motivated and competent workforce in USACE

Champion: Dave Sirmans

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GOAL 1

We will strengthen relationships and improve expertise to provide highly motivated and skilled Teammates

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GOAL 1

Strategy 1.1 Improve supervisor-employee relationships.

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Goal 1, Strategy 1, Objective 1

"Implement Communications Improvement Project Team (CIPT) recommendation district-wide by 3QFY07 (September 30 – 4QFY07) with the metric ratings for team and supervisor-employee communications improving to at least 3.2 on a 4-point scale annually."

Champion: Bob Anderson

Team Co-leader -Tracy James, Expeditor - Roger Alan, Team Members - CelestineEvans, Ian McDevitt, OD-P, Jerry Britton, OD-PR Cindy Wells

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Goal 1, Strategy 1, Objective 1 Action Plan

What (Action/Task Milestone)	Who (CIPT)	When (date)	Due Out (Product)
1. Develop Improvement Actions	Team	August 2006	Recommendations Approved for first pilot (Team Production Meetings)
2. Implement Improvement Actions and Establish 2-Way Communications System	Team	Sept.-Oct. 2006	Metrics established to track Pilot improvement initiative.
3. Use, Track,	Team	Nov;	First Comms

Goal 1, Strategy 1, Objective 1 Action Plan

What (Action/Task Milestone)	Who (CIPT)	When (date)	Due Out (Product)
4) At last DLC, Leadership Team recommended the CIPT make the Improvement Action operational	Team	☑ Sept. 2007 ☐	Present Status Report Monthly at the HR Forum
5) Follow-up Survey to determine effectiveness of TPM tools, process	Team	Oct 2007	November 2007

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Issues

- Roll-out delayed due to the operational concerns of some teams (deployments, 08 budget preparations, lack of overhead funds to cover costs for meeting times, etc.)
- Two team leaders responded that they believed the departure of Colonel Smithers would remove the requirement for Team Production Meetings.
- This is a big culture change for many teams. We need all Senior Leaders to support this strategic initiative, or recommend alternative solution.

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Team Member Update Form

CIPT Meeting: Team Member Update
Team Member Name: _____
Meeting Date:_ _____

What's going well?

What Do I Need Help With?

What's not?

Other Information to Share?

st popular tool at Ensley – allows employees to have a

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Meeting Effectiveness Form "Pulse Check"

_____

1. Rate the effectiveness of:	Very Poor (1)	Poor (2)	Good (3)	Very Good (4)
a) The information covered	☐	☐	☐	☐
b) Discussion opportunities	☐	☐	☐	☐
c) Your comfort speaking up	☐	☐	☐	☐
d) Team members' preparedness for today's meeting	☐	☐	☐	☐
e) Team members' ability to work together at today's meeting	☐	☐	☐	☐
f) Teams' ability to follow through and complete due out tasks	☐	☐	☐	☐

2. What went well? _____

_____

_____

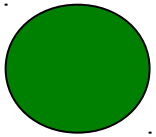
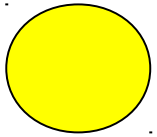
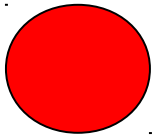
3. What could have been improved? _____ _____

_____

_____ _____

4. What did we accomplish? _____

Quarterly Metrics Tracking - Tool

Rating	Completion *(Meetings held per quarter)*	Attendance/ Participation *(% of members attending meetings and completing update forms)*	Results & Effectiveness Ratings *(based on average of Pulse Check Question 1 and 4 point rating system)*
	3	≥ 70%	≥3.2
	Less than 3	≥ 60%	3.1 → 2.2
	None	< 60%	< 2.2

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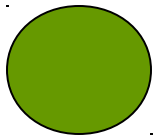
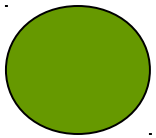
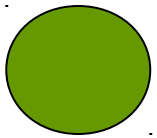
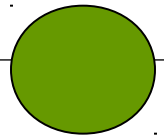
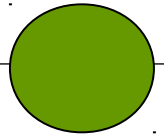
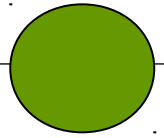
Team Production Meeting Scorecards

Business Unit	Supervisor/ Team Leader Facilitator	Completion *(Meetings held per quarter)*	Attendance	Results and Effectiveness
Environmental Branch (Pilot Organization)	Ed Lambert John Rumancik			
Project Management Branch	Jim Lloyd Tracy James			

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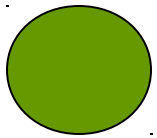
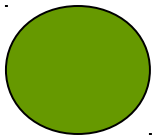
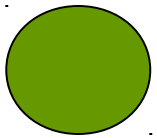
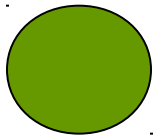
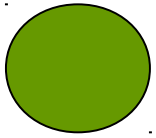
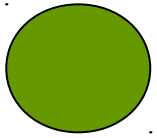
Business Unit	Supervisor/ Team Leader Facilitator	Completion *(Meetings held per quarter)*	Attendance	Results and Effectiveness
General Engineering	Shane Callahan Facilitator Rotates			
Cost Engineering and Relocations	Dave McNutt			

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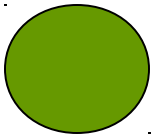
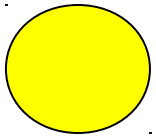
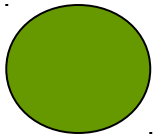
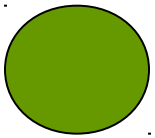
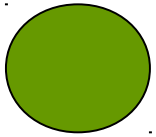
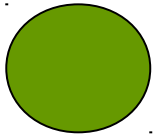
Geotechnical Branch	Ronnie Smith Cindy Wells			
River Engineering	Darin Chasteen			

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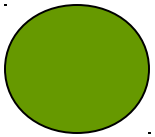
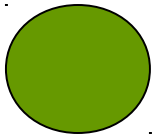
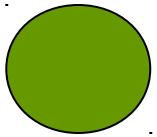
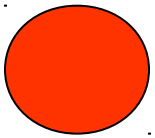
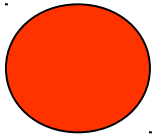
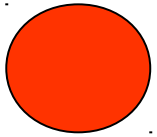
Business Unit	Supervisor/ Team Leader Facilitator	Completion *(Meetings held per quarter)*	Attendance	Results and Effectiveness
Water Control Data	Andrea Williams			
Hydraulic Design	James Pendergrass (Trained – but no meetings due to lack of overhead funding)			

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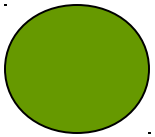
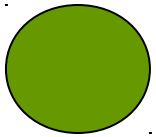
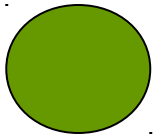
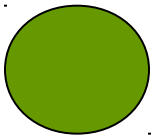
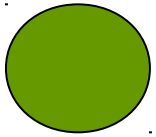
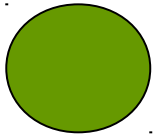
Team Production Meeting Scorecards

Business Unit	Supervisor/ Team Leader Facilitator	Completion *(Meetings held per quarter)*	Attendance	Results and Effectiveness
Electrical and Mechanical	Don Badowski			
Resource Management Office	Rotating Team Leaders Rotating Facilitators			

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Team Production Meeting Scorecards

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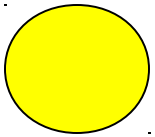
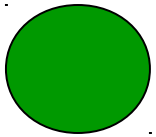
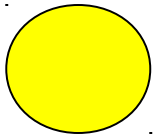
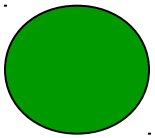
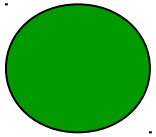
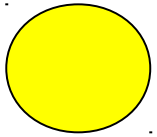
Regulatory Branch	Tim Davis Roger Allan			
Shops Unit	Dwight Alston Richard Qualls			

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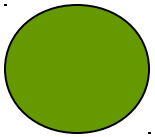
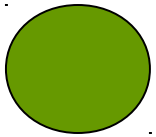
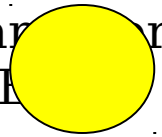
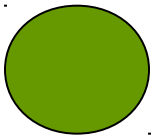
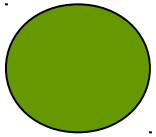
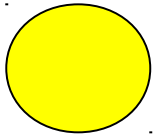
Metals and Machine Shop	Terry Phifer Curtis Pigram			Forms not mar[illegible]ry at L[illegible] 
Yards and Docks	Sydney Parker Kenny Williams			

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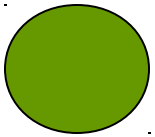
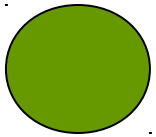
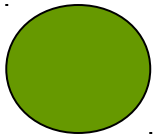
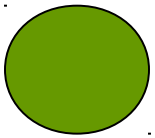
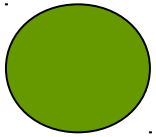
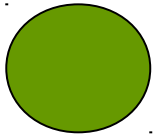
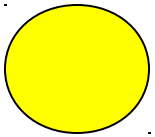
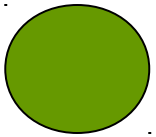
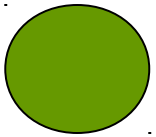
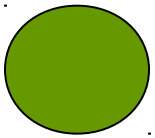
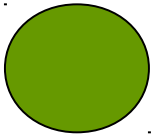
Team Production Meeting Scorecards

Business Unit	Supervisor/ Team Leader Facilitator	Completion *(Meetings held per quarter)*	Attendance	Results and Effectiveness
Real Estate	Miles Pilar John Adams			
Office of Counsel	Dave Sirmans Rotating Facilitator			

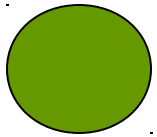
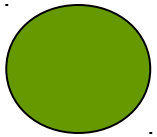
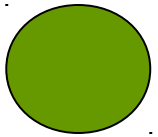
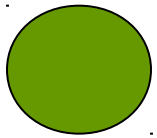
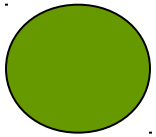
US Army Corps of Engineers®
Memphis District

Team Production Meeting Scorecards

Business Unit	Supervisor/ Team Leader Facilitator	Completion *(Meetings held per quarter)*	Attendance	Results and Effectiveness
Support Staff	Major Navarre Bob Anderson			
Contracting	Wendell Norman Celestine Evans			

US Army Corps of Engineers®
Memphis District

Team Production Meeting Scorecards

Business Unit	Supervisor/ Team Leader Facilitator	Completion *(Meetings held per quarter)*	Attendance	Results and Effectiveness
IM/IT	Gail Flemming Ian McDevitt			
Project Operations	Ken Bright Karen Shook			

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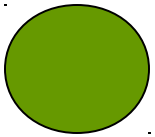
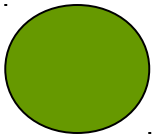
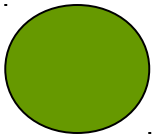
Team Production Meeting Scorecards

Business Unit	Supervisor/ Team Leader Facilitator	Completion *(Meetings held per quarter)*	Attendance	Results and Effectiveness
Emergency Management	Patsy Fletcher Kevin Woods			

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 1, Objective 2

" Use educational tools and techniques to reduce EEO complaints and grievances by ten percent annually."

Champion: M. Diane Brown and Alice Furlong

Team Members: EEO/HR/OC Team

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 1, Objective 2
Action Plan Summary

What (Action/Task Milestone)	Who (Org/name)	When (date)	Why (Completion Metric)
1. Identify educational tools and techniques that are best suited for the MVM work force to reduce complaints and grievances	EEO/HR/OC Team	1st Qtr 08	Publish a resource listing of educational tools and techniques.
2. Educate the workforce and incorporate conflict resolution in the EEO/HR training curriculum.	EEO/HR/OC Team	4th Qtr FY07	Employee EEO and POSH Training. Mgrs/Supvs EEO and POSH Training.

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 1, Objective 2
Action Plan Summary

What (Action/Task Milestone)	Who (Org/name)	When (date)	Why (Completion Metric)
3. Promote conflict resolution/mediation within the workforce.	EEO/HR/OC Team members	2nd Qtr 08	Mediation articles in Riverwatch. Received new USACE SOP on ADR.
4. Educate the workforce on human resources and EEO policies and procedures.	EEO/HR/OC	2nd Qtr FY08	Will add new educational tools to action plans. Include CDR's educ request.
5. Evaluate the effective-ness of promoting conflict	EEO/HR	2nd Qtr FY08	Will add new educational tools to action

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 1, Objective 3

Implement National Security Personnel System (NSPS) by mandated schedule

Champion: Billy Selvo/Dave Sirmans

Team Members: NSPS Implementation Team

As Of: 29 Aug 07

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 1, Objective 3

Action Plan Summary

What (Action/Task Milestone)	Who (Org/name)	When (date)	Why (Completion Metric)
1. Complete Spiral 1.2 conversion of Supervisors into NSPS database	Supervisors, Raters	NLT 20 Feb 07 ☑	Comply with mandated schedule
2. Identify all employees scheduled to convert to NSPS in Oct 07 Feb 08 & schedule training	Supervisors, HR, TM, Implem. Team	3rd Qtr FY 07 ☑	Comply with mandated schedule
3. Complete NSPS Training for all employees scheduled to convert in Oct 07 Feb 08	Employees, Supvs, HR, TM, Implem. Team, Union Rep(s)	4th Qtr FY 07 ~~2nd~~ QTR (Jan 08)	Promote employee education & awareness of NSPS
4. Complete conversion of remaining employees into NSPS database	Employees, Supvs, HR, TM, Implem. Team	1st 2nd Qtr FY 08	Comply with mandated schedule

US Army Corps
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Memphis District

GOAL 1

Strategy 1.2 Improve union and management relations.

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 2, Objective 1

“Sign a new Partnership Agreement with IFPTE Local 259 by 3QFY07.”

Champion: MAJ Navarre

Team Members: Charles Elam (Contractor), Richard Sullivan (OD), Scott Black,

Christine Tollefson (OC)

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 2, Objective 1
Action Plan Summary

What (Action/Task Milestone)	Who (Org/name)	When (date)	Why (Completion Metric)
1. Review the Partnership Agreement already drafted	Obj 1.2.1 Team	NLT 03/01/07	Agreement verbiage satisfies Management
2. Receive comments from IFPTE Local 259	Obj 1.2.1 Team	NLT 05/01/07	Incorporate IFPTE feedback
3. Revise agreement as required	Obj 1.2.1 Team & Local 259	NLT 06/01/07	Agreement verbiage satisfies both parties
4. Sign the Partnership Agreement	Obj 1.2.1 Team &	NLT 06/30/0	Complete the new agreement

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 2, Objective 2

“Implement the new Partnership Agreement with IFPTE Local 259.”

Champion: MAJ Navarre

Team Members: Tom Minyard, Chief OD

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 2, Objective 2 Action Plan Summary

What (Action/Task Milestone)	Who (Org/name)	When (date)	Why (Completion Metric)
1. Establish management team membership of Partnership Counsel (PC)	Chief OD, EC and Deputy	Jan 07	Implement agreement and conduct PC Mtgs
2. Establish new membership (mgmt and union) of Partnership Counsel	Management ICW President of Local 259	Jul 07	Implement agreement and conduct PC Mtgs
3. Establish standard monthly meeting	ICW PC	Jul 07	Establish consistent

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 2, Objective 2
Action Plan Summary

What (Action/Task)	Who (Org/name)	When (date)	Why (Completion Metric)
4. Establish standard monthly meeting agenda	ICW PC	Aug 07	Maintain focus and direction of meetings
5. Report the results/outcomes of implementation of new agreement	ICW PC	1QFY08	Situational awareness of entire District

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 2, Objective 3

“Improve regular communication with MEBA and IOMMP”

Champion: Linda Boyd

Team Members: Richard Sullivan

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 2, Objective 3 Action Plan Summary

What (Action/Task Milestone)	Who (Org/name)	When (date)	Why (Completion Metric)
1. Identify annual events that the organizations can meet face-to-face	Boyd & Sullivan	1st Qtr FY08	Schedule meetings at each annually
2.Establish quarterly teleconferences with national and local reps	Boyd & Sullivan	2nd Qtr FY08	Schedule quarterly teleconferences

US Army Corps
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Memphis District

GOAL 1

Strategy 1.3 Improve expertise (Build the Bench).

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 3, Objective 1

"Develop and deploy Individual Training Programs thereby increasing all levels of certifications, licenses, etc., by 10% by 4QFY08."

Champion: Donna Sanders

Team Members: Jan Berry, Charles Briggs, Wendell Norman, Larry Sharpe, C. Don Wilbanks, Leslie Williams, and Thomas

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 3, Objective 1
Action Plan Summary

What (Action/Task Milestone)	Who (Org/name)	When (date)	Why (Completion Metric)
1. Fact finding	Team	3rd Qtr FY07	Gather and analyze information
2. Identify different license requirements and service to be tracked.	Team	1st Qtr FY08	Lists of people and programs.
3. Evaluate different training methods, e.g., classroom, web, school.	Team	2nd Qtr FY08	For planning, budget and labor costs.
4. Develop training program guidance	Team	3rd Qtr FY08	Reference for all MVM.

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 3, Objective 1
Action Plan Summary

What (Action/Task)	Who (Org/name)	When (date)	Why (Completion Metric)
5. Advertise and Implement final plan; Insure all certifications, licenses are reflected on IDP's.	Team	4th Qtr FY08	To increase awareness and communication.

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 3, Objective 2

“Expand the Leadership Development Program (LDP) to include follow-on sessions for graduates and a specific program for Wage-Grade employees by 4QFY08. ”

Champion: Tom Minyard

Team Members: Alice Furlong, Donna Sanders, Linda Boyd, LDP Graduates

US Army Corps of Engineers®
Memphis District

Goal 1, Strategy 3, Objective 2
Action Plan Summary

What (Action/Task)	Who (Org/name)	When (date)	Why (Completion Metric)
1. Develop and execute survey of LDP graduates	Steering Committee	3rd ~~4th~~ Qtr FY07	Prepare "Alumni" track for graduates
2. Implement "Alumni" program for LDP graduates	Steering Committee, LDP Grads	3rd Qtr FY08	Enhance leadership development of LDP grads
3. Award Wage Grade LDP Contract	Boyd, Furlong, Sanders, Minyard	3rd Qtr FY08	Execute Wage Grade LDP
4. Implement LDP program for Wage Grade	Boyd and Steering	4th Qtr FY08	Cultivate leadership